

**CEDAR GLEN PROJECT AREA  
COMMERCIAL MARKET STUDY  
AND  
ECONOMIC STRATEGY**

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Prepared for

**County of San Bernardino Redevelopment Agency**

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## EXECUTIVE SUMMARY

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The Cedar Glen community incurred major direct and indirect damage as a result of the Old Fire in October 2003, including loss of 324 residential units. As a response, San Bernardino County established the Cedar Glen Disaster Recovery Redevelopment Project area in 2004. The Project area is located in the San Bernardino Mountains, north of State Highway 18 and east of State Highway 173. There are approximately 837 acres within the Project Area.

Existing Cedar Glen commercial lands include 21.9 acres of commercial land, comprised of 13.9 acres zoned General Commercial District (CG) and 8.0 acres zoned Service Commercial District (CS). Of the 21.9 acres, 9.25 acres are vacant with 7.54 considered buildable.

The commercial area has been much like it is now for decades. It is small, quaint, and primarily focused on serving the local population. The existing mix of retail includes many of the basic store types found in downtowns, including the Post Office, hardware store, restaurants, a convenience store, gas station, auto repair and office supplies. There is also a healthy mix of professional services, including a concentration of local contractors. Though locally focused, visitor spending also plays a strong role and is a primary source of sales for the three home furnishings and antique stores. All businesses are small and fully utilize their limited space, particularly in the upper commercial area, which has a concentration of service businesses.

Current economic development issues include the existence of vacant buildings, limited parking, potential drainage problems, and building degradation over time. There are neither indoor meeting places, nor outdoor places to congregate. Roads are narrow, steep, and lack shoulders and pedestrian separations.

There is enough unmet demand to justify expanding Cedar Glen's retail, thus bringing to the area some of the shopping that occurs in Lake Arrowhead, Blue Jay, and down the hill. There is also new housing coming to the local area as well as rebuilding of most of the lost homes. Expansion should occur in increments over time, in large part because the local residents

do not want dramatic change. They like the existing character of their community. Target expansion industries include those smaller stores often found in downtowns, including convenience items, variety, gifts, a destination restaurant, clothing, specialty retail, and professional offices. Large land-intensive uses such as car lots, mini-storage, and drive-in restaurants should be prohibited.

Expansion potential is limited because of the small number of vacant parcels and their small size. Twenty buildable vacant parcels totaling 7.54 acres are available. The bowl area and the parcels with Highway 173 frontage have the most potential for expansion.

There are a number of actions the Redevelopment Agency can support and/or undertake which will dramatically improve the viability of the commercial area. These include adding signage on Highways 173 and 18, and helping businesses improve their facades. The Redevelopment Agency should also make much of its future tax increment funding available for small business loans and/or participating in projects. Large longer-term projects include extending Oak Terrace, improving the intersection of Highway 173 at Hook Creek Road and Cumberland Drive, and developing a local community meeting place. The Redevelopment Agency and local community should work together to effectively merge the problem-solving and financial resources of the private sector, the Redevelopment Agency, and the local residents.

# 1. INTRODUCTION

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Pursuant to California Community Redevelopment Law, the County of San Bernardino Redevelopment Agency (Redevelopment Agency) established the Cedar Glen Disaster Recovery Redevelopment Project area in 2004. The Project area is located in the San Bernardino Mountains, north of State Highway 18 and east of State Highway 173. There are approximately 837 acres within the Project Area.

Cedar Glen incurred major direct and indirect damage as a result of the Old Fire in October 2003, including loss of 324 residential units. The commercial area was not burnt, but felt indirect economic impacts. Those impacts included a 2-week evacuation and closure of all businesses, and a significant loss of revenues as residents and tourists slowly returned to the area. There are still lost sales because of the lost homes, but the area is recovering.

Existing Cedar Glen commercial lands include 21.9 acres of commercial land, including 13.9 acres zoned General Commercial District (CG) and 8.0 acres zoned Service Commercial District (CS). Of the 21.9 acres, 9.25 acres are vacant with 7.54 considered buildable.

The commercial area is divided into two sub-areas – upper and lower. The lower includes a “bowl” rimmed by businesses and by vacant land. The bowl is bisected by Oak Terrace, a dedicated county street not easily visible to the visitor.

Figure 1 shows a map of the Cedar Glen Redevelopment Project Area, including its commercial area.

The ultimate economic strategy should be a complete understanding Cedar Glen’s economic history, its market potential, its useable land, and available resources and recovery options. This report addresses the local business climate in Cedar Glen (Chapter 2), discusses the market potential for capturing local and tourist sales (Chapter 3), suggests target businesses (Chapter 4) to attract to existing vacant land (Chapter 5), and recommends allowable uses in Cedar Glen (Chapter 6). In addition, this report presents a recommended economic development action strategy (Chapter 7) and a discussion of local community involvement (Chapter 8).

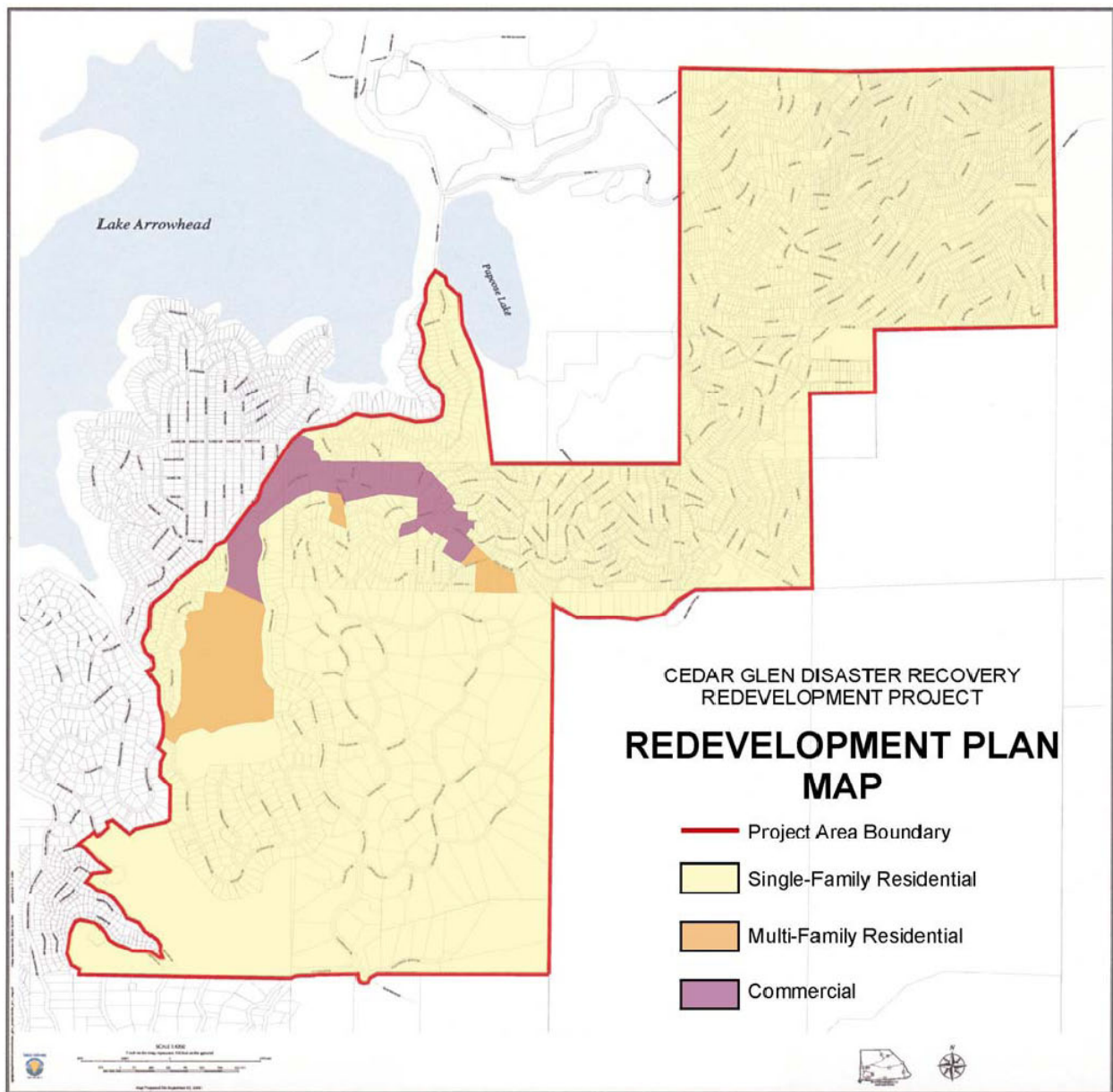


FIGURE 1  
CEDAR GLEN REDEVELOPMENT PROJECT AREA

## 2. BUSINESS CLIMATE ASSESSMENT

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Economic development is the creation and maintenance of a local economy. Ultimately, the economy either directly supports or indirectly impacts a wide range of community attributes. An effective economic enhancement strategy should be built on an objective evaluation of strengths and liabilities in the community. Factors that impact the community's economic base include both internal and external forces. External forces include those macroeconomics forces and community investments that are not wholly under local control. However, they influence the growth of the local economy. External forces may be unfortunate constraints the area needs to face, but they can also be great opportunities. Internal forces, such as the local business mix, local tax rates, zoning, and the attractiveness of an area, can be directly controlled. These forces can be managed and changed through local policies, especially regarding the physical and human environment.

The opportunity to help businesses expand and/or to recruit new business is affected by the availability and price of competitive business sites, the readiness of infrastructure systems to accommodate new business, and regional transportation and development patterns. The readiness of specific business areas, facilities, and existing infrastructure systems to accommodate new business is a critical part of any business climate assessment.

This business climate assessment has been based on available economic data, on interviews with business and community leaders in the Lake Arrowhead region, and on professional observation and judgment. Interviews have been the most important component. It is essential to understand local views of the market, the barriers to attracting or expanding business in Cedar Glen, and individual and collective visions of the area's economic development opportunities.

### **SMALL AND LOCALLY ORIENTED**

The commercial area of Cedar Glen today is a quaint, mostly neighborhood serving set of owner-operated establishments, a place where local residents can get food, a haircut, basic quick-trip supplies, can visit the Post Office, and can talk about local



events. Unlike the tourist orientation at Arrowhead Village (the Village), Cedar Glen is the “functioning side” of Lake Arrowhead. Even though Cedar Glen’s commercial area is clearly not a full-service shopping district, it can take care of daily needs. What is not at Cedar Glen is five minutes away at the village, or eight minutes away in Blue Jay.

The commercial area of Cedar Glen primarily serves the local community. Tourism also plays a strong role. The focus of our analysis is therefore on optimizing uses of the commercial land to expand or enhance local spending and visitor spending. In Cedar Glen land uses for manufacturing, distribution, or other large users is inappropriate. Instead this area is best suited for retail, personal services, small office space, home based businesses, and small-scale meeting space.

### **STRONG SENTIMENT TO STAY SMALL AND LOCALLY ORIENTED**

The citizens of Cedar Glen are clearly not interested in developing a major tourist attraction. Nor are the citizens interested in developing any significant new commercial or tourist serving attractions. Local citizens are however interested in maintaining the existing small community feel of the commercial area so they may continue basically as it exists today. This means that there's no interest in bringing in larger scale retail such as an entertainment venue, or even a supermarket. Local citizens feel that they can easily access Jensen’s Minute Mart, the Stater Brothers in the Village and or the Jensens in Blue Jay. Larger purchases must still be made down the hill, but there appears to be no call for the larger stores required to make such purchases more convenient.

Cedar Glen continues to be the area’s affordable housing supplier, built with smaller homes on small parcels. As the burned area rebuilds, it appears that at least the first set of homes includes some larger homes, and some consolidation of parcels.

There are several commercial landowners with projects either envisioned or have in design. These include one multi tenant project, which would provide small retail space that might fill in missing components of the retail mix, and would also attract tourists. Individually and collectively these projects would bring

new shopping opportunities, but are unlikely to change the existing character of Cedar Glen.

Staying small also means staying affordable, paying lower rents, and accepting lower sales volumes than the Village or Blue Jay. With more owner-operated stores, merchants can more easily survive at lower-than-average revenues and profits.

## **UPGRADING QUALITY**

Local citizens are universally interested in upgrading the image of the Cedar Glen commercial area. There is a strong consensus that the area is in need of a facelift. The Cedar Glen commercial area will be dramatically improved if the streets and walkways are painted and delineated, if buildings have façade improvements, and if vacancies are eliminated. Traffic flow should be improved, bottlenecks eliminated, and more opportunities provided for shoppers to stop and stay, and get more of their shopping needs met.

## **PARKING**

Parking is an ongoing dilemma in all small towns, and is obvious that there is a significant parking issue in Cedar Glen. There is a need for more and better delineated parking. Most acute is the limited parking in front of the Trading Post/Timberline/Cedar Glen Inn. Hook Creek Road has a sharp curve, limited visibility and no shoulder at that point. This seriously constrains traffic and puts through traffic, parked cars and pedestrians in close proximity. The road right-of-way is encroached regularly by parked vehicles. Locations for additional parking include the back of the building, and the lot next to the Post office. The building housing the Trading Post, the Timberline, and the Cedar Glen Inn is the most frequented set of shops in Cedar Glen, with the exception of Jensen's Minute Mart.

## **LACK OF MEETING SPACE**

Several interviewees thought that Cedar Glen needed recreational opportunities, including parks, ball fields and a Senior Center. Currently there are no such facilities other than at schools, and there is no meeting place anywhere in Cedar Glen. The commercial area is too small and constrained to be

able to accommodate anything in this category other than the meeting space.

## **INFRASTRUCTURE**

The evolving water rights issue with the Lake Arrowhead Community Services District (LACSD) may impact the commercial area, and needs to be closely watched. However, LACSD has been moving to obtain its water from other sources besides the lake, and no moratoriums are anticipated at this time.

Roads are narrow and constrained, a relic of earlier times and slower vehicles. Hook Creek Road is designated as a secondary highway with current level of service B<sup>1</sup> at its intersection with Highway 173. Hook Creek Road operates as the primary access to the community of Cedar Glen.

## **IMPLICATIONS FOR THE REDEVELOPMENT AGENCY**

The Redevelopment Agency should not try to make big changes in the character of the area, but should make and help others make incremental improvements. Cedar Glen is a small community more suited to incremental growth rather than major improvements.

There is a strong local dedication to Cedar Glen as it currently exists. Therefore, new projects, design components, and commercial development in general should be sensitive to the desire to stay small. This means keeping the smaller quaint mom-and-pop stores and avoiding bringing in chain or franchise outlets. The charm of Cedar Glen is in its eclectic style. Improvements should concentrate on safety, on adding value to existing businesses, on improving the image of the community, and adding value to home-based businesses and local residents. Making it easier to get around and taking the guesswork out of getting there should be among the Redevelopment Agency's top priorities.

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<sup>1</sup> Source: Draft Lake Arrowhead Community Plan.

**TABLE 1  
CEDAR GLEN COMMERCIAL AREA  
BUSINESS CLIMATE ASSETS AND LIABILITIES**

	ASSET	NEUTRAL	LIABILITY
EXTERNAL FACTOR Hard to Affect	<ul style="list-style-type: none"> <li>• Attractive alternative to the smoggy, congested valley;</li> <li>• Lake Arrowhead is a known resort area;</li> </ul>	<ul style="list-style-type: none"> <li>• Fluctuating visitor spending;</li> <li>• Water rights issue with LACSD</li> </ul>	<ul style="list-style-type: none"> <li>• Cedar Glen Fire in 2003 eliminated 300+ households and their local spending;</li> </ul>
INTERNAL FACTOR Possible to Affect	<ul style="list-style-type: none"> <li>• Strong local sentiment for smallness, rural lifestyle;</li> <li>• Redevelopment Agency tax increment funds;</li> <li>• Core set of businesses serving basic needs of local citizens</li> <li>• Existing merchants association needs activating;</li> <li>• Strong local Chamber of Commerce;</li> <li>• Strong commitment by existing business owners;</li> </ul>		<ul style="list-style-type: none"> <li>• Area in need of a face lift;</li> <li>• Constrained and narrow roads make travel, public safety problematic;</li> <li>• Small commercial lot size limits flexibility to grow;</li> <li>• Lack of local meeting space;</li> <li>• Limited space for contractors;</li> <li>• Parking needs improving;</li> <li>• Some vacant buildings needing renovating and reuse;</li> <li>• Hard to find commercial area – improved signage is indicated;</li> </ul>

### 3. CEDAR GLEN RETAIL AND COMMERCIAL MARKET ANALYSIS

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#### MARKET SEGMENTS IN CEDAR GLEN

Cedar Glen has four distinct market segments, which different local businesses serve in varying proportions.

##### Permanent Local Residents

The local market, consisting of existing local permanent residents, who visit the commercial area to eat, buy hardware and home furnishings, and supplies. Most Cedar Glen business establishments derive the majority of their sales from this local market, including Jensen's Minute Mart, Arrowhead Gardens, the Laundromat, Carolee's Office and Art Supplies, and the Cedar Glen Trading Post. The restaurants in the area, including the Cedar Glen Inn, Chefs Inn, Tony's and the Malt Shop serve this local market, as do the gas station, auto repair businesses, and local contractors. The local market includes residents of the eastern portion of the Lake, since alternatives for each store type exist in the Arrowhead Village and/or Blue Jay, which are larger and more easily accessed from the Western half of the Lake. Sales leakage to Arrowhead Village and Blue Jay can be expected.

##### Part-Time Residents

This market of people with second homes in the area is also a local market, existing during peak times, including weekends and summer vacation periods. The same stores tend to augment their sales from this market segment. The active real estate market for full-time and part-time residents supports the local Realtor businesses.

##### Local Businesses, Employees, and Contractors

Employees working at local businesses purchase the same goods and services as local residents, and are often local residents as well. In addition, business-to-business purchases would include building materials and supplies such as restaurant supplies, office supplies and computers, hardware, lumber, fixtures, and business services such as accounting. The Trading

Post, Carolee's, and the local business service firms will tend to get business from this segment.

### **Visitors/Tourists**

Serving visitors is a primary retail focus throughout the Lake Arrowhead region. Tourists typically spend their visitor dollars in a few retail categories, including lodging, entertainment, restaurants, convenience foods, automotive, souvenirs and transportation. The area includes a large concentration of specialty stores that provide upscale antiques, clothing and home accessories. Lake Arrowhead has an active vacation rental home market and dozens of lodging choices – with few if any in Cedar Glen. In Cedar Glen itself, sales from the tourist-serving categories would be expected to represent significant income at the gas station, Jensens, the Timberline, Lake House, Thrift Store, Elephant's Trunk, Cedar Station, the soon-to-open Hobby Shop and the restaurants. Tourists will first find Arrowhead Village, Blue Jay, and the marina, but will patronize Cedar Glen to the extent they know Cedar Glen exists, and to the extent the stores serve their needs, are easy to find (visible from the Highway and have adequate signage), are unique, are appealing, have adequate parking and walking spaces, have a known destination (e.g. restaurant) and are actively promoted. Cedar Glen had a key destination restaurant until 1992 when it closed, and would be helped if another were established. The Chef's Inn has the potential to become a destination restaurant when it re-opens.

### **RESIDENTIAL MARKET AREA DESCRIPTION**

In general, residents will tend to shop at local establishments close to where they live or work. This trend applies for retail stores and service establishments where people shop frequently. The trade area for that good or service therefore includes all buyers located closer to that good or service than the next alternative<sup>2</sup>. The goods and services available in Cedar Glen are

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<sup>2</sup> This definition admittedly ignores the many reasons to drive farther, including more choices, better service, better prices, shopping near work, social activities, leisure spending, and linking a number of different purchases. However, when defining a trade area, all these variable factors are considered to be competitive factors, equal for all locations.

primarily purchased by consumers<sup>3</sup>, and can also be found in Arrowhead Village, Blue Jay, Rim Forest, Crestline and other communities. The Cedar Glen trade area therefore includes all households closer to Cedar Glen than these alternatives. See Table 2 for an estimate of households in the Cedar Glen trade area, and Figure 2 for a map of that area.

Retail spending by the households in the Cedar Glen trade area totals about \$29 million annually, as shown in Table 3. It should be noted that not all of this spending will occur in or around Cedar Glen due to the limited base of retail stores operating in the area, and much of it will go to stores located outside of Cedar Glen. Cedar Glen is within 5-7 minutes of the much larger Arrowhead Village and Blue Jay, and near enough to compete with Rim Forest. These places offer more consumer choices than Cedar Glen, which means sales are leaking to these communities. Some of this competitive disadvantage can be offset by price, by service, by marketing, by adding attractive amenities, and/or by growing.

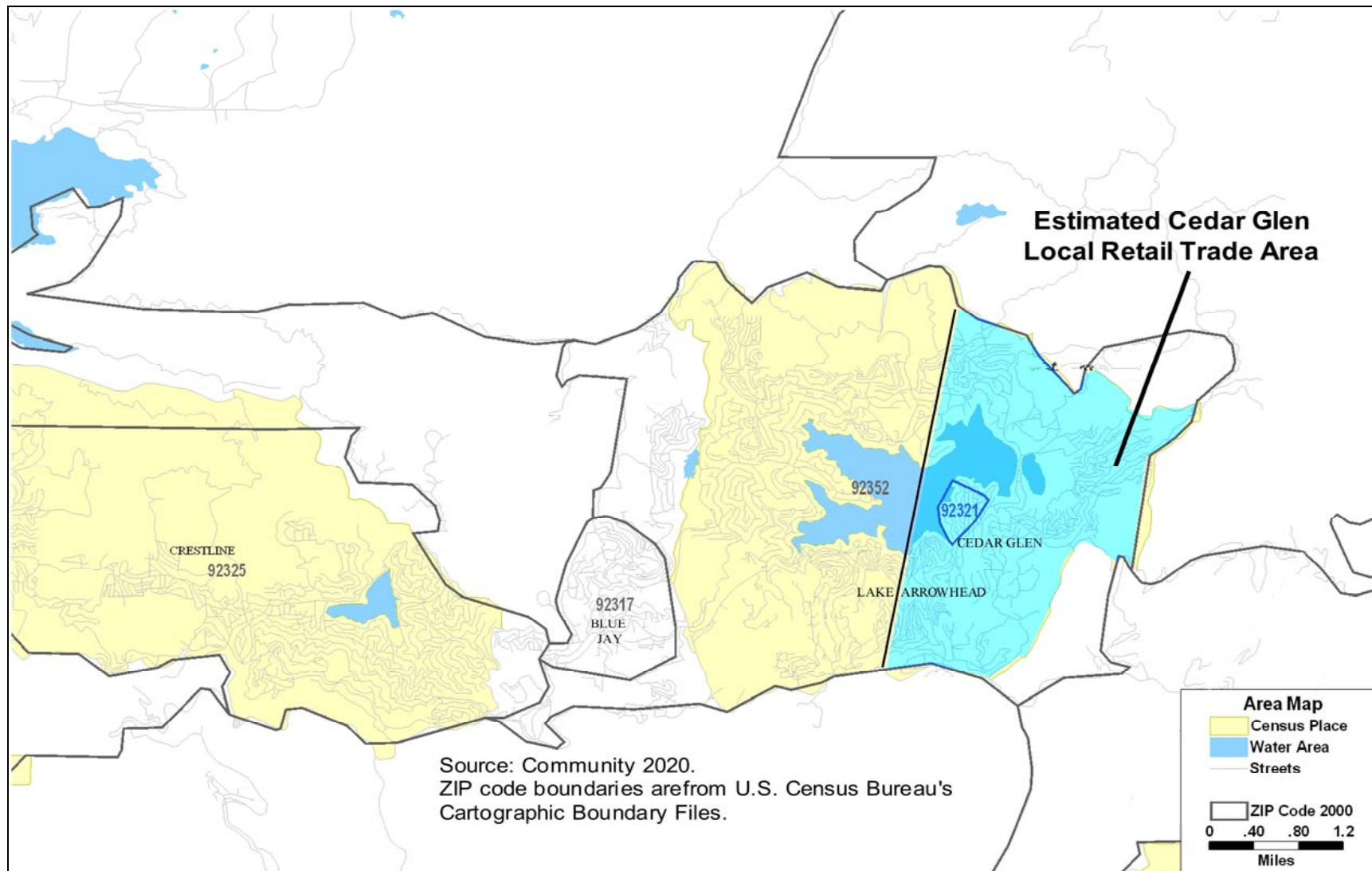
**TABLE 2**  
**Likely Primary Market Area households**

	Cedar Glen	Eastern Part of Lake Arrowhead				
	92321 ZIP Code Summary	1/3 of Zip 92352	Summary Total	Lost homes in Old Fire	Net Current Local Market	In 2030 if Doubled
Population	552	3,177	3,729	329	3,400	6,799
Housing Units	590	3,081	3,671	324	3,347	6,695
Households	198	1,168	1,366	121	1,245	2,491
Occupancy Rate	33.6%	37.9%	37.2%	37.2%	37.2%	37.2%

Average annual growth rate = 2.2%

Source: County of San Bernardino General Plan, US Census 2000, ADE

<sup>3</sup> As opposed to businesses or governments.



**FIGURE 2**  
**CEDAR GLEN RETAIL TRADE AREA**



**TABLE 3**  
**RETAIL AND SERVICES DEMAND IN LOCAL MARKET AREA**

(An asterisk* indicates that there is at Least One Existing store in Cedar Glen in that category)				
<b>Retail Group</b>	<b>1/3 of 92352 ZIP Code Household Spending</b>	<b>92321 ZIP Code Household Spending</b>	<b>ZIP Code Area Spending Total</b>	<b>*</b>
<b>Total</b>	<b>\$24,724,788</b>	<b>\$4,119,168</b>	<b>\$28,843,957</b>	
Apparel Store Group	\$1,346,554	\$229,057	\$1,575,612	
Women's Apparel	\$299,122	\$51,061	\$350,182	
Men's Apparel	\$106,571	\$18,371	\$124,942	
Family Clothing	\$669,393	\$113,865	\$783,258	
Shoe Stores	\$271,469	\$45,760	\$317,229	
General Merchandise Group	\$4,608,507	\$765,994	\$5,374,502	
Department Stores/Other General Merch.	\$2,462,487	\$415,228	\$2,877,715	
Other General Merchandise	\$1,234,646	\$204,188	\$1,438,834	
Drug & Proprietary Stores	\$911,374	\$146,579	\$1,057,953	
Specialty Retail Group	\$1,535,355	\$259,370	\$1,794,725	
Gifts & Novelties	\$113,872	\$19,230	\$133,102	*
Sporting Goods	\$181,968	\$31,980	\$213,949	
Florists	\$46,695	\$7,913	\$54,608	
Photographic Equipment	\$23,861	\$4,215	\$28,076	
Records & Music	\$82,866	\$14,078	\$96,944	
Books & Stationery	\$139,522	\$23,799	\$163,321	*
Office Supplies/Computer Equipment	\$206,234	\$35,161	\$241,395	*
Jewelry	\$124,138	\$21,130	\$145,268	
Misc. Specialty Retail	\$616,197	\$101,865	\$718,062	*
Food, Eating and Drinking Group	\$6,339,137	\$1,037,324	\$7,376,461	
Grocery Stores	\$3,998,680	\$648,640	\$4,647,319	*
Specialty Food Stores	\$122,093	\$19,823	\$141,916	
Liquor Stores	\$195,769	\$32,363	\$228,132	
Eating Places	\$2,022,595	\$336,499	\$2,359,094	*
Building Materials And Homefurnishings Group	\$2,390,796	\$414,942	\$2,805,738	
Furniture & Home Furnishings	\$898,495	\$156,889	\$1,055,384	*
Household Appliances & Electronics	\$425,314	\$72,231	\$497,545	
Used Merchandise	\$59,639	\$10,183	\$69,822	*
Nurseries & Garden Supply Stores	\$238,175	\$40,321	\$278,496	*
Lumber & Other Building Materials	\$463,263	\$82,222	\$545,485	
Home Centers and Hardware Stores	\$290,370	\$50,437	\$340,806	*
Paint & Wallpaper	\$15,540	\$2,659	\$18,199	
Automotive Group	\$8,504,439	\$1,412,480	\$9,916,919	
New Cars & RVs	\$5,644,481	\$942,258	\$6,586,739	
Used Car Dealers	\$408,293	\$67,989	\$476,282	
Gasoline Service Stations	\$2,135,353	\$348,931	\$2,484,283	*
Mobile Homes & Trailers	\$1,532	\$268	\$1,800	
Auto Parts & Accessories	\$153,678	\$25,162	\$178,840	
Boats & Motorcycles	\$161,104	\$27,871	\$188,975	

## RETAIL SALES AND LEAKAGE IN CEDAR GLEN

There are too few stores in the Cedar Glen community to calculate actual sales without violating confidentiality laws. However, aggregate sales can be estimated by using data from comparable communities, and comparing their sales to those in Cedar Glen. Big Bear Lake is bigger and much more tourist oriented than Cedar Glen, but is the closest mountain community for which data is available. In 2003 Big Bear had 334 retail outlets, averaged \$440,000 per store. If store sales in Cedar Glen's 14 retail stores have similar sales patterns, then annual retail sales in Cedar Glen could be in the \$6 million range.

That compares to a total household demand of \$12 million in the retail categories represented by stores in Cedar Glen. Though cursory, this analysis suggests there is the potential for expanded store sales, and/or new stores. Future demand by 2030 should double. The doubling by 2030 is in the current County General Plan, and assumes a 2.2 percent annual growth rate.

It is likely that Cedar Glen will only be able to support some categories of retail spending. This is due to capacity for expansion of existing businesses as well as competition from other nearby shopping centers.

## TOURISM

Cedar Glen is capturing some sales from tourists. However, much visitor spending is currently being missed that could be captured. As described above in the market segment discussion, certain retail sectors cater to visitors, and certain local retailers already capture some of this spending. Table 4 below indicates \$144.5 million in visitor spending, \$97 million of which is spent in stores already represented in Cedar Glen. Not all tourist dollars can be spent in Arrowhead Village or in Blue Jay.

**TABLE 4**  
**VISITOR SPENDING IN LAKE ARROWHEAD**

Summary Visitor Totals	1999	2003	Avail in Cedar Glen
Countywide Visitor Spending	\$2,526,000,000	\$2,898,000,000	
Lake Arrowhead Visitor Spending <sup>4</sup>	\$126,000,000	\$144,555,819	
Lake Arrowhead Annual Visitors	1,300,000	1,491,449	
<b>Lake Arrowhead Visitor Spending Distribution (Preliminary Estimate From Countywide Data)</b>			
Day Visitors	\$37,809,976	\$40,902,613	
Other	\$88,190,024	\$103,653,207	
<b>Lake Arrowhead Distribution of Visitor Spending By Category (Preliminary Estimate From County Data)</b>			
Accommodations	\$19,254,157	\$22,296,912	
Food Service	\$31,973,872	\$37,061,758	Yes
Food Stores	\$4,888,361	\$5,586,698	Limited
Ground Transportation and Gasoline	\$18,605,701	\$23,693,587	Gas only
Entertainment and Recreation	\$21,748,219	\$24,691,211	
Other Retail Sales	\$29,529,691	\$31,225,653	Limited
Air Transportation	\$0	\$0	
<b>Total</b>	<b>\$126,000,000</b>	<b>\$144,555,819</b>	

Source: ADE, data from Dean Runyan Associates and David Jennex RE/MAX

## TRAFFIC ON HIGHWAY 173

There is the potential to capture additional retail sales by letting passers by know there is more Cedar Glen commercial off Highway 173. Current (2004) daily vehicular traffic on Highway 173 past the Hook Creek intersection is estimated at 51,000 AADT<sup>5</sup>. The most obvious ways to capture this traffic is to build a new small shopping center at the intersection, and/or to draw the traffic onto Hook Creek Road via signage. The majority of this weekday traffic is commuter traffic traveling from the area to work elsewhere on the hill or down the mountain. The majority of the weekend traffic is visitors up for the day or for longer stays.

<sup>4</sup> Lake Arrowhead and its communities.

<sup>5</sup> Annual average daily traffic. Source: Draft Lake Arrowhead Community Plan.

## RETAIL MARKET CONCLUSION

Cedar Glen officials and business owners are aware of the community's secondary retail position, and are comfortable with that. Continuing housing growth is an opportunity for Cedar Glen's commercial area to become a more amicable place for residents and visitors. Cedar Glen merchants should have few market constraints as they enhance their niche retail environment. A theme approach supported by the local merchants, the Redevelopment Agency, and the Arrowhead Chamber will enable the community to draw on its charm and character to attract unmet household demand, woo visitors and create a niche-driven retail mix.

## 4. BUSINESS ATTRACTION TARGETS

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The commercial area functions as Cedar Glen's downtown. It also functions as the community's convenience center, and houses a significant share of Lake Arrowhead's service industry.

### DOWNTOWNS HAVE:

A typical small downtown area has a minimum basic set of stores to which local residents make frequent trips to conduct business. Typical downtowns have the following:

Downtown Feature	Present in Cedar Glen?
City hall or other government functions (e.g. fire station)	No. Merchants Association might be informal surrogate.
Meeting and community space	No
Post Office	Yes
Bank, or at least a bank ATM	ATM only
Hardware	Yes
Gasoline	Yes
Auto repair	Yes
Food store or stores	Yes
Variety, Gifts and cards	Yes
Drug and pharmacy	No. Hospital or Village
Library	No
Fire and police presence.	No. Near Hospital
Restaurant choices serving breakfast, lunch and dinners.	Yes

### CONVENIENCE AND SERVICE SHOPPING

Grocery, personal services (barber, salon, etc.), drug stores, banks (ATM), convenience stores, hardware, and gasoline are all categories people tend to shop for on a daily or short-trip basis. This also includes fast food and most restaurants. Shopping choices in these categories should thus be plentiful within a mile or two from home. Clustering these items in a small space – as close together as possible -- can make them all even more attractive. The shopper can thus visit all these locations in one stop.

Conversely, clothing, toys/hobbies, home improvement, furniture, electronics, nursery goods, sporting goods and destination restaurants are less likely to be daily purchases and more likely to be weekly, occasional and larger ticket items.

Shoppers will make trips to Blue Jay, the Village and down the hill for these items. This type of shopping is also increasingly dominated by regional and national chains. The extent these categories are available to local residents is a plus. Some of these shopping types are present in Cedar Glen.

## **LODGING**

Lodging is not a component in the Cedar Glen commercial area, nor should it be. Cedar Glen is not an appropriate location for a motel, campground or other form of lodging. First, there is no space for such a facility, and second the market for lodging is uncertain.

## **DESTINATION RESTAURANT**

Closed since 1992, the Sportsmen's Bar and grill was Cedar Glen's destination restaurant, attracting many diners from outside the area. Cedar Glen will dramatically improve patronage if a new destination restaurant is built somewhere in the area. Destination restaurants typically are noted by their reputation and their uniqueness. They usually have a full bar and ample seating. They are always well-known landmarks where large crowds tend to gather in the evenings and for special occasions.

Though the Malt Shop, Tonys, the Cedar Glen Inn, and the Chefs Inn are all well-known restaurants within the area, they are all local serving restaurants with local clientele. The Chef's Inn was recently closed by a fire, but the owner has indicated his intention to rebuild quickly.

## **SUPPLIER INDUSTRIES**

Cedar Glen's commercial/industrial area seems to be occupied by small contractors, by dock building, by business services, and by contractor support such as engineering and other services. There's also an automotive repair component and boat storage component. These existing uses have obviously found a market, and should be supported, though expansion is severely limited. Changes and improvements should concentrate on providing new improved space, on using existing space better, and on improving parking and pedestrian access.

## OTHER TARGETS

Office space appears to be in high demand, including small office space for realtors, contractors, and medical providers.

Consideration should be given to adding store types that serve home-based businesses. This can include expanding the office products line at Carolee's, supporting Internet and computer technologies used by home-based businesses, and bringing DSL and broadband throughout the area.

Business types the Redevelopment Agency should attract include small retail. Restaurants, professional office space, and stores that bring wider selections of goods and services would be premium targets. Due to the limited number of vacant parcels and the small size of these vacant parcels, there is no opportunity for large-scale or vehicle-intensive users. Drive-through restaurants and stores with large parking lots should be avoided.

Cedar Glen needs parks, ball fields, meeting space and a Senior Center. Currently there are no facilities other than at local schools, and there is no meeting space anywhere in Cedar Glen. The commercial area is too small and constrained to be able to accommodate anything in this category other than a small meeting space, either public or privately owned.

Future commercial development must also deal with limited parking, and must provide easy walking access to the area and to its individual merchants.

## 5. VACANT LANDS DEVELOPMENT POTENTIAL

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According to the County Assessor, Cedar Glen has 27 vacant parcels of commercial land, representing 9.25 acres. However, a closer look reveals that seven of the parcels are either built or too steep to build. There are therefore 20 buildable vacant parcels at 7.54 acres. The largest parcel is 3.2 acres. Eleven parcels are under 0.2 acres (8,700 square feet). This chapter addresses the potential of this additional vacant land.

The sites discussed below have been reviewed by the project team. Most of the vacant sites are generally flat, but may have significant slopes on all or part of their acreage. Since most have frontage on Highway 173, Hook Creek Road or Oak Terrace, they generally have access to infrastructure.

Figure 3 shows the location of the sites. Table 5 describes them. Appendix A includes the detailed Assessor's parcel maps showing most of the sites.

Several factors will have a great impact on future uses of each parcel, including:

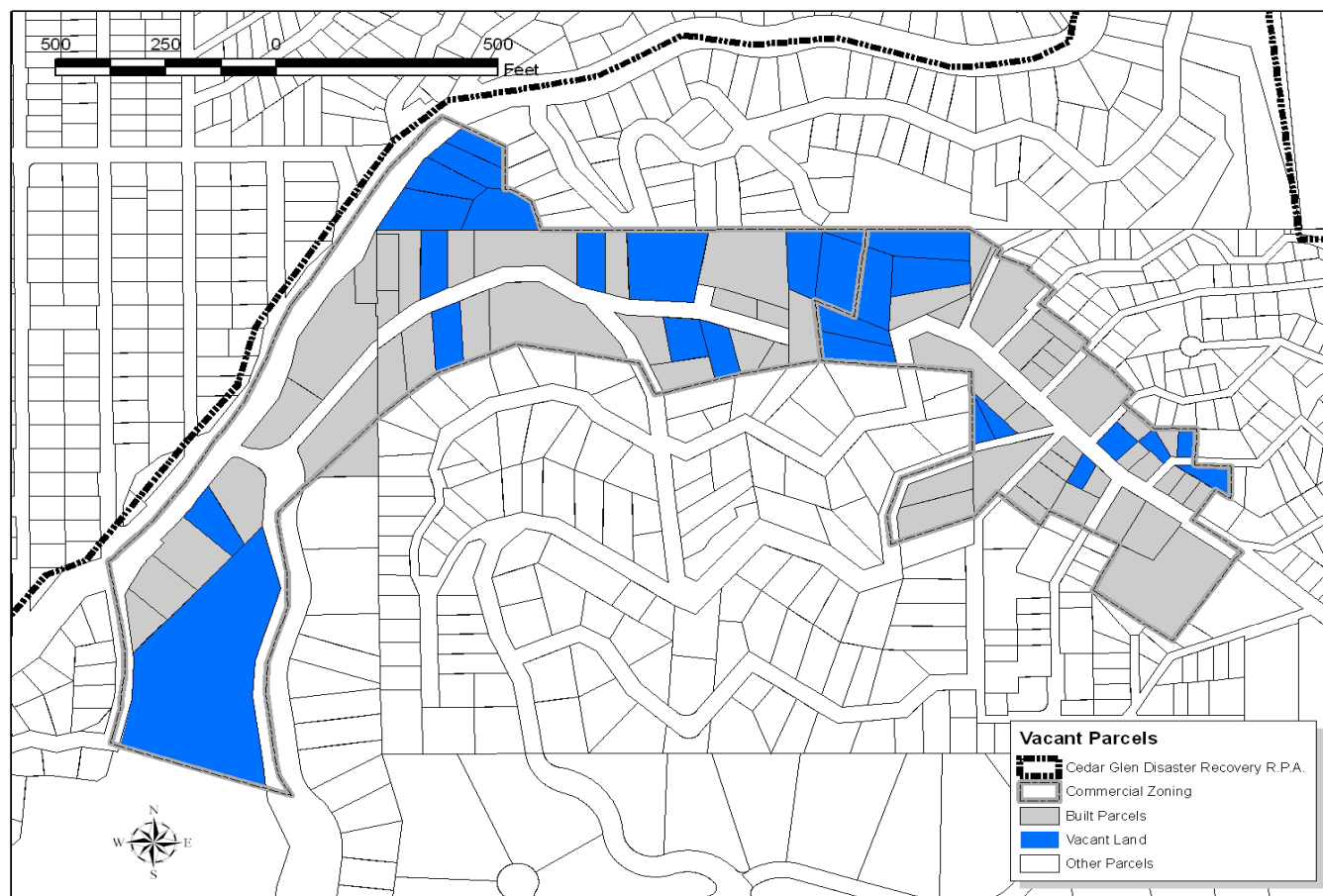
- ❑ The Rate of Growth in demand for retail and office space. Growth is dependent on demand, which is a function of both household spending and visitor spending;
- ❑ The needs, capacities and desires of the landowners. Owners do not always share the community or Redevelopment Agency's vision;
- ❑ The effectiveness of marketing efforts geared to drawing visitors off Highway 173;
- ❑ The interest and capacity for the Redevelopment Agency to participate through its tax increment and its ability to attract grant and other investment funding. This is also dependent on how the Redevelopment Agency prioritizes development and redevelopment between the housing and commercial areas.

In addition to the vacant sites, there are three sites which should be considered for redevelopment assistance. They include:



- ❑ The Chef's Inn (APN #331-102-08). Recently burned, the interior of this building is in the process of being rebuilt;
- ❑ The small house above the Chef's Inn (APN #331-102-07), which is close to the Inn and out of place in the retail environment. This house should be purchased and turned into some commercial purpose;
- ❑ The old Sportsman's Bar and Grill, about an acre (APN #331-103-24). Can be redeveloped into a multi-tenant or destination retail facility. Access to Hook Creek Road and on-site parking is a problem.

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**FIGURE 3**  
**VACANT COMMERCIAL PARCELS IN CEDAR GLEN**

**TABLE 5**  
**DEVELOPMENT POTENTIAL OF VACANT PARCELS**  
**AND OF PARCELS RECOMMENDED FOR REDEVELOPMENT**

<b>VACANT PARCELS</b>				
<b>APN</b>	<b>ACREAGE</b>	<b>SF</b>	<b>Current Zoning</b>	<b>Development Potential</b>
033103709	0.2300	10,019	CG	Steep, wooded, little potential. On 173
033103710	0.2200	9,583	CG	Steep, wooded, little potential. On 173
033103711	0.1500	6,534	CG	Steep, wooded, existing house. On 173
033103712	0.3400	14,810	CG	Already critical as a parking lot behind Trading Post
033103714	0.3900	16,988	CG	Half is flat enough for an office building. On 173
033109505	0.2300	10,019	CG	Temp use is Firewood sales. Good site for retail, and good if combined with larger parcel and/or adjacent parcels. Hwy 173 frontage
033110103	0.2200	9,583	CG	Perhaps some retail, used as private parking now.
033110108	0.2100	9,148	CG	Alley between Post Office & Lake House. Perhaps some retail, used as private parking now.
033110119	0.6900	30,056	CG	Next to Post Office. Can stay parking or support a 15,000 s.f. building or 2-story. Largest vacant parcel in bowl.
033110202	0.1900	8,276	CG	Can stay parking next to Carolee's or support a 4,000 s.f. building.
033110212	0.2600	11,326	CS	Flatish parcel above Thrift store. Potential retail if access created.
033110213	0.4000	17,424	CS	Flatish parcel above Thrift store. Potential retail if access created.
033110214	0.0400	1,742	CG	Recently sold?, could be part of small retail complex.
033110215	0.4200	18,295	CS	Too hilly to support much development
033110216	0.2900	12,632	CS	Hilly, recently sold? could be part of small retail complex
033110219	0.3600	15,682	CS	Hilly, recently sold? could be part of small retail complex
033110220	0.2300	10,019	CS	Hilly, recently sold? could be part of small retail complex
033110221	0.2300	10,019	CS	Hilly, recently sold? could be part of small retail complex
033110236	0.1374	5,985	CG	Can stay parking or support a 2,500 s.f. building.
033110303	0.2500	10,890	CG	Currently has a house, too steep to build commercial
033110526	0.0700	3,049	CS	Very small triangular parcel behind Malt Shop. Has small building?
033110527	0.0800	3,485	CS	Very small triangular parcel behind Malt Shop. Perhaps small office?
033112639	0.0600	2,614	CS	Very small, on Wierwood, House or small office only.
033112641	0.0600	2,614	CS	Very small, on Wierwood, House or small office only.
033112647	0.1000	4,356	CS	Corner on Hook Creek, now has yellow metal building
033113202	0.0700	3,049	CS	Small, used for parking by adjacent businesses
033113435	0.1200	5,227	CS	Small triangular parcel on Wierwood, little potential exc. Small office
033124106	3.2000	139,392	CG, RM	Good site for large single or multiple retail complex. Access via Cumberland or 173. 29.53-acre parcel total, acreage includes only that portion zoned CG
	9.25	402,817	TOTAL VACANT per assessor	
	7.54	328,329	<b>Buildable acreage excluding built parcels and steep parcels</b>	
		164,165	<b>BLDG POTENTIAL @ 0.5 FAR</b>	
		82,082	<b>@0.25FAR</b>	

**TABLE 5 (CONTINUED)**  
**DEVELOPMENT POTENTIAL OF VACANT PARCELS**  
**AND OF PARCELS RECOMMENDED FOR REDEVELOPMENT**

<b>PARCELS RECOMMENDED FOR REDEVELOPMENT</b>				
<b>APN</b>	<b>ACREAGE</b>	<b>SF</b>	<b>Current Zoning</b>	<b>Development Potential</b>
033110207	0.0700	3,049	CG	House above Chefs Inn. Retail is a possibility.
033110208	0.1200	5,227	CG	Chefs Inn. Recently burned interior, being rebuilt
033110324	0.9700	42,253	CG	Old Sportsman's Bar & Grill. Good multi-tenant or destination retail
	1.16	50,530	Added redevelopment potential	
	<b>8.70</b>	<b>378,859</b>	<b>GRAND TOTAL</b>	

## 6. RECOMMENDED ALLOWABLE USES FOR COMMERCIAL ZONING

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The lower commercial area in Cedar Glen is zoned General Commercial District (CG), with the parcels past the end of Oak Creek Terrace zoned Service Commercial District (CS). The entire upper commercial area is zoned Service Commercial District (CS). See Appendix B for the full list of parcels, the zoning of each parcel, for the Land Use Matrix and Classifications, and for the Commercial Districts and their requirements.

### EXISTING USES

The Cedar Glen commercial area has evolved over time into its current local-serving focus. The businesses there consistently serve many of the daily needs of local residents. Cedar Glen's core businesses have tended to have stable operations over long periods of time. Physical changes have occurred slowly and incrementally over time. Figure 4 shows existing commercial land uses.

All existing uses appear to be consistent with their respective districts. Possible exceptions are discussed below:

- ❑ All existing uses in the lower area appear to be either professional services or Class I or Class II retail. These are uses conditionally permitted in the CG Districts;
- ❑ Most existing uses in the upper area appear to be professional services, Class I or Class II retail, and/or Class 1 or 2 repair services.
- ❑ At least one company in the upper commercial area does welding, and is involved in marina construction and repair. Welding would normally be a Class 3 General Repair service. Class 3 Repair Services uses are not permitted in the CS zone. However, since there is no space for significant exterior storage, that operation might be classified as Class 2, which is permitted. Few of the other construction or auto repair operations have significant outside storage or yards due to their limited space, and are thus likely in conformance with Class 2 repair;

- ❑ The Mile-High boat storage facility appears to be a Class I warehouse use within the CS zone. Such uses are permitted;
- ❑ There are many single-family homes and some multi-family homes in the upper commercial area within the CS District. These homes are not permitted, unless in conjunction with a permitted use. Existing homes in the CS District that have not been reviewed may need to be reviewed for conformance.

The Redevelopment Plan<sup>6</sup> allows the Redevelopment Agency to permit minor variations, determine certain uses to be conforming uses, and/or offer incentives to key companies so that they remain or relocate within the project area. If uses that do not meet existing zoning do exist, the Redevelopment Agency can consider invoking one or more of these tools.

## **FUTURE NEW USES**

Most future commercial improvements will occur in the lower commercial area. There is vacant land there, and therefore the most potential for new development. The most dramatic and cost-effective streetscape, parking and façade improvements can be made here. The Redevelopment Agency should therefore concentrate most of its commercial resources in the bowl and along Highway 173.

Few physical changes will likely occur in the upper commercial area over the next 10 years. Here the Redevelopment Agency should focus on maintaining business viability and on incremental safety and visual improvements. Improvements in the upper area should include road markings, parking demarcation, and beautification tools. These tools can also be used in this upper area to great effect.

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<sup>6</sup> Redevelopment Plan, Cedar Glen Disaster Recovery Project, dated November 24, 2004

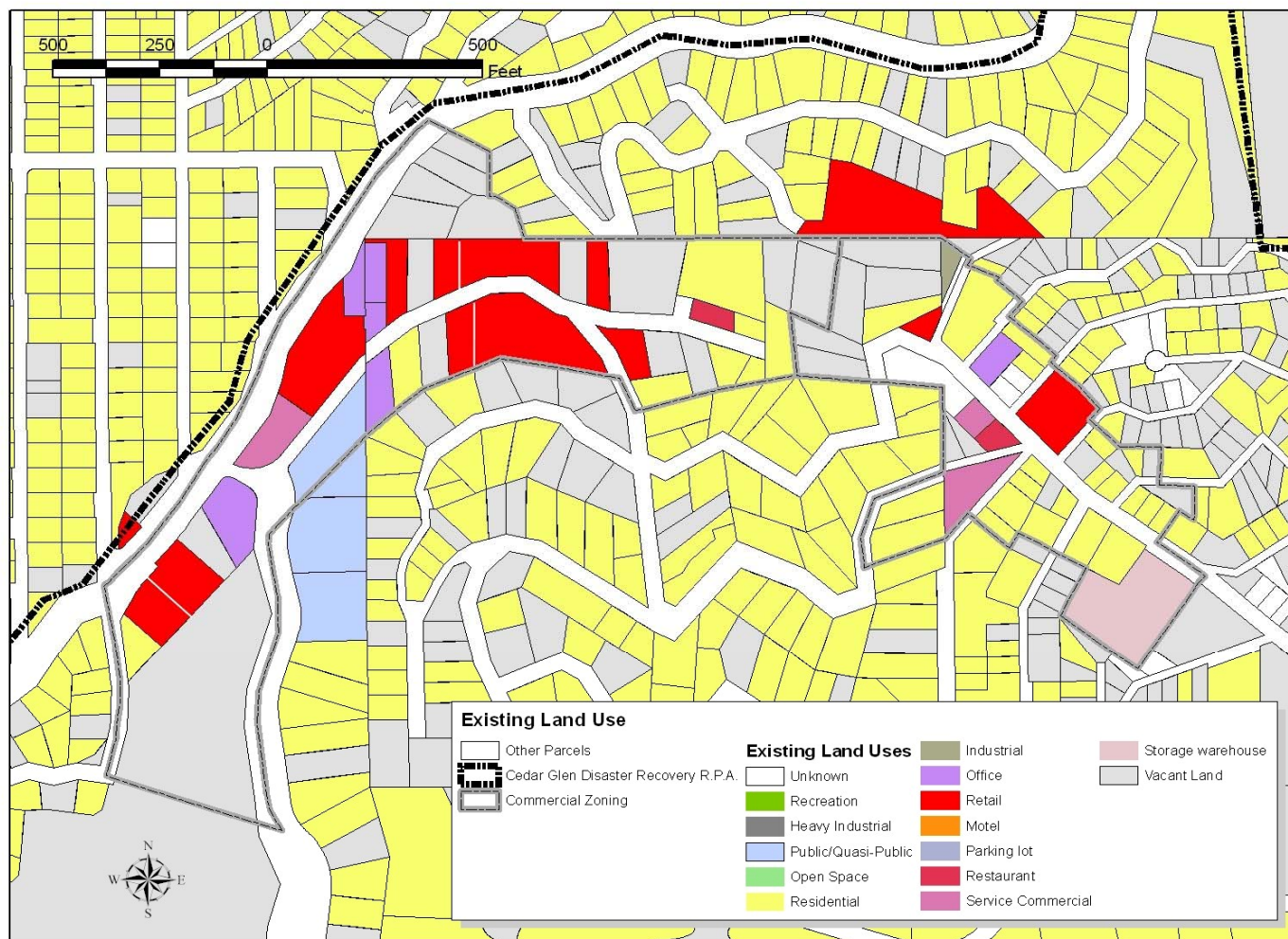


FIGURE 4  
EXISTING COMMERCIAL LAND USES IN CEDAR GLEN

The nature of the community and of available real estate in Cedar Glen means that future development will be in the categories of retail, professional services, personal services, recreation or entertainment services, repair services, and convenience and support services. These are all allowable uses within the CG and CS Districts, so significant rezoning is not indicated.

Because of the small number of vacant commercial sites and severely constrained road access, it is likely that all future users will be small businesses. The small lot sizes and the improbability of meeting setback, parking and other requirements mean that most new development projects will likely trigger review for variances or Conditional Use Permits.

Recommended future uses are discussed below:

### **Suggested Allowable New Uses**

The suggested list of allowable uses within the Cedar Glen Project area is as noted below. A detailed listing follows:

- ❑ Any Class I & II Retail Trade/Personal Services establishment. There are plenty of general retail businesses in the Glen. Class III (adult oriented) should not be allowed;
- ❑ Any Class I, II and III Repair service, as long as they are limited in size, and overnight exterior storage is minimized;
- ❑ Contractors, as long as they are limited in scope, provide for adequate parking, and have limited or no outside storage of equipment beyond one or two small vehicles;
- ❑ Any professional service;
- ❑ Any indoor Class I Recreation/Entertainment Service;
- ❑ Any Convenience/Support Service

### **Suggested Prohibited Uses**

- ❑ No agricultural, open lot uses, warehousing or lodging services should be allowed. These uses have a tendency to need large acreage with limited employment and tax revenue potential. For example, mini-storage or car lots should be prohibited. The one existing boat storage facility is out of character with the surrounding commercial area, even



though it is fully indoors and is somewhat screened from Hook Creek Road. It is clearly larger and more intensive than is warranted for the area;

- ❑ No new, residential uses should be allowed in the Cedar Glen commercial area. These uses are incompatible with the commercial nature of the area. However, existing housing has shown its ability to coexist with the commercial development and should be allowed to continue. Over time as the commercial area expands, homes will gradually be replaced with businesses;
- ❑ No new industrial uses should be allowed in the Cedar Glen commercial area because of their tendency to create nuisance in such a densely developed area.

### **Suggested List of Allowable Uses**

The uses in Table 6 should be allowed as long as they are sized appropriately.

Uses not recommended (See Table 7), even though they may be allowed in the CG or CS Districts, should only be considered if it can be shown that the use is sized appropriately, will add to the character of the area, meet a specific identified need, and are sized and designed appropriately.

**Table 6**

<b>Recommended Allowable Uses in Cedar Glen Commercial Area</b>	
<b>(Individually or in combinations within the same store)</b>	
<b>Retail</b>	<b>Services</b>
Apparel Group	PROFESSIONAL SERVICES
Women's Apparel	Legal Services
Men's Apparel	Accounting Services
Family Clothing	Engineering and Consulting Services
Shoe Stores	Contracting and design services
Specialty Retail Group	MEDICAL SERVICES
Gifts & Novelties	Physician Services
Sporting Goods	Dental Services
Florists	Eyecare and Other Medical Services
Photographic Equipment	
Records & Music	Child Care, Day Care, Nursery, Preschools
Books & Stationery	REPAIR SERVICES
Office Supplies/Computer Equipment	Auto Repair
Office Supplies	Auto Body Repair
Computer Equipment	Electronics Repair
Jewelry	Appliance Repair
Misc. Specialty Retail	Reupholstery, Furniture Repair
Cosmetics/Beauty Supply	Shoe Repair
Optical Goods	Other Household Repair (Inc. tools, computers, tailoring)
Other Health/Personal Care Stores	
Toys & Hobbies	PERSONAL SERVICES
Pet Stores	Personal Care Services
Other Misc. Specialty Stores	Coin-Op Laundry
Drug Store -- limited in size	
Food, Eating and Drinking Group	RENTALS
Convenience Stores	Electronics and Appliances Rental
Specialty Food Stores	Apparel Rental
Meat & Fish Markets	Video Rental
Fruit & Vegetable Markets	Musical Instrument Rental
Misc. Specialty Food	Sports Equipment Rental
Liquor Stores	Photographic Equipment Rentals
Eating Places	Office Equipment Rental
Full-Service Restaurants	Photofinishing
Other Eating Places	
Drinking Places	
Building Materials And Home furnishings Group	
Other Home Furnishings Stores	
Furniture (specialty)	
Household Appliances & Electronics	
Used Merchandise	
Nurseries & Garden Supply Stores	
Paint & Wallpaper	
Hardware	
Auto Parts & Accessories	

**Table 7**

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**Uses Not Recommended in Cedar Glen  
Commercial Area**

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Department Stores/Other General Merchandise

Large Discount Stores

Department Stores

Other General Merchandise

Warehouse Clubs and Superstores

Misc. General Merchandise

Supermarkets

Large Furniture Stores

Lumber & Other Building Materials

Home Centers

Convalescent/Nursing Home Services

Funeral Services and Crematories

New Cars & RVs

Used Car Dealers

Gasoline Service Stations

Mobile Homes & Trailers

Boats & Motorcycles

Automotive Rental

Automotive Leasing

Automobile Parking

Health Equipment Rental

Furniture Rental

Recreational Vehicle Rental

Laundry and Dry Cleaning

Pet Care

Warehousing and storage

ENTERTAINMENT/RECREATION

Movie, Theatre, Opera, Ballet

Sporting Events

Participant Sports

Recreational Lessons

## 7. ECONOMIC DEVELOPMENT ACTION STRATEGY AND IMPLEMENTATION PLAN

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The Redevelopment Agency's commercial recovery strategy and implementation plan will necessarily involve specific projects, policies, and programs. The ultimate goal of the Redevelopment Agency is to apply its resources to projects that will further the goals of the community.

### PRIVATE PROJECTS THAT HAVE BEEN MENTIONED

Several potential private projects have been discussed, proposed, or rumored. Each would add value to the Cedar Glen commercial area if actually completed: The Redevelopment Agency should keep in close contact with each parcel owner as applicable to ascertain the relative reality of each, the time frames involved, the resources needed, the likely entitlement process, and whether the Redevelopment Agency can lend support.

- ❑ Renovating and rebuilding buildings, such as the recently burned Chef's Inn.
- ❑ An unspecified retail development on the site of the Sportsman's Bar and Grill.
- ❑ An unspecified retail and/or office development on lower Cumberland Drive.
- ❑ A Cedar Glen Trade Center, providing multiple tenant opportunities for local contractors and trades. This project could be located at the upper end of Oak Terrace. Redevelopment Agency discussions with the owner should occur quickly to determine whether the Oak Terrace road extension would be viable.
- ❑ An office professional building on Highway 173 next to the existing multi-tenant office building.
- ❑ Demolition of the small building on the triangle lot across Hook Creek Road from Jensen's Minute Market.
- ❑ A dedicated parking lot on the vacant parcels in the bowl.

## RECOMMENDED REDEVELOPMENT AGENCY PROJECTS

1. The Cedar Glen commercial area will be much more welcoming if the unkempt features are cleaned up and improved, and if existing vacancies and blighted buildings are improved. Street striping and paving<sup>7</sup>, paint, flower beds, and other cleanup and beautification activities will be dramatic.
2. One of the most important activities for the Redevelopment Agency is to provide signage to and within the Cedar Glen commercial area. There are currently no directions to Cedar Glen, and since the commercial area is hidden from Highway 173, travelers who do not know this commercial area exists will not visit. Signs placed strategically on Highway 173 at Arrowhead Village, Hook Creek Road at Highway 173, and Highway 18 at Highway 173 would improve patronage.
3. The Redevelopment Agency can set a long-term goal of reconfiguring the intersection at 173 and Hook Creek Road, and Cumberland. This may include turning lanes, stop signs, marked crosswalks, and/or other features. This project will be particularly important later, as the homes on Cumberland are built and Cumberland is extended to Highway 18.
4. One project that has often been mentioned and discussed among local merchants is to extend Oak Terrace<sup>8</sup> road through the commercial area and up the hill so that it connects to Hook Creek at or near its sharpest turn. The right-of-way passes between Carolee's, the Chef's Inn and the A-frame salon. This extension would effectively divert much traffic off the residential section of Hook Creek and directly to the businesses. This would not only straighten the access to the upper commercial area and homes beyond, but

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<sup>7</sup> The Cedar Glen Company did re-pave and stripe the bowl area in September 2005, dramatically improving attractiveness. Hook Creek Road and other areas would benefit from the same types of improvement.

<sup>8</sup> Oak Terrace is a dedicated county right of way, which is not a county road. Maintenance of the right-of-way, including drainage, is the responsibility of the land owner, the Cedar Glen Company.

the traffic would have improved access to the commercial area and thus draw more customers. The slopes involved may make the 8 percent maximum road grade impossible to meet. Also a private developer is considering a project on the affected parcels.

5. Moving the power pole out of the center of the bowl to a side parcel has safety and visual implications.
6. The county owns Fire Station No. 3, which is a small octagonal building on Highway 173 across from the Hook Creek intersection. This building is too small to be anything but small office space, but if the Redevelopment Agency were to participate in a project elsewhere, this building could potentially be traded as part of an equity participation deal.
7. Look for an opportunity to create a multi-purpose room or meeting space for up to 50 people. Perhaps as an adjunct to a new destination restaurant or on the second story of a new building.
8. Projects involving business expansion, retention and attraction in general.

## **POLICIES**

The Redevelopment Agency should do all it can to supplement its tax increment resources with other funds for infrastructure construction, low-interest loan programs, and other job-creation activities.

Redevelopment Agency projects should be timed in accordance with the wishes of the community and local landowners. Incremental improvements are important, not massive and major projects that will change the character of the Cedar Glen. Cedar Glen commercial is solvent as- is, but thriving it is not. It clearly has the potential for improvement and expansion.

In general, the Redevelopment Agency should assist and incentivize developments in Cedar Glen that are designed to be compatible with the mountain character of the community, are

more pedestrian-friendly, and provide adequate parking and buffers between commercial and adjacent residential uses.

The Redevelopment Agency should discourage expansion of commercial development beyond the limits of existing commercially zoned land.

## PROGRAMS

Whether or not supplemented by other funds, desirable programs for the Redevelopment Agency to create include:

- ❑ Using Redevelopment Agency funds directly for items to increase the attractiveness of the area, including paving, striping of roadways and parking lots, adding streetscape components such as benches street lights sidewalks and other people oriented features. This can be done independently on public land, and/or cooperatively with the Cedar Glen Company and other owners;
- ❑ Using Redevelopment Agency funds for small business assistance, including facade loans and other loans to small business;
- ❑ Developing financial and equity participation in key development projects, determined on a case-by-case basis. Forms of participation can vary depending on the project;
- ❑ Making sure businesses and potential developers are aware of the permit process and other requirements for development, including the Redevelopment Agency's Owner Participation requirements which outline how businesses can work with the Redevelopment Agency. The adopted requirements can be found on the Web at [http://www.sbcounty.gov/rda/documents/cedar\\_glen/Cedar%20Glen%20-20OPA%20Relocation%20Guidelines.pdf](http://www.sbcounty.gov/rda/documents/cedar_glen/Cedar%20Glen%20-20OPA%20Relocation%20Guidelines.pdf).

## 8. COMMUNITY INVOLVEMENT

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Active citizen involvement is essential for successful redevelopment. Two potential pathways for citizen involvement include creating a community theme and an active Merchants' Association.

### THEMATIC DEVELOPMENT

Attractive places have attractive design, people friendliness, places for vehicles, and functionality.

As an example of a thematic design development, the log theme is making a comeback, and there is a possibility of adding log and granite facades to the existing store fronts where appropriate, adding log sidewalks and benches, and creating a unique burg that is different than the Lake Arrowhead village or Blue Jay, but which could on its own attract visitors. The design theme could guide future development and renovations so the visitor knows Cedar Glen is the small working community, and not the Alpine ski village.

The undeveloped and underdeveloped sites should be developed with quick-trip retail, perhaps a new restaurant, a specialty retail, a florist, etc.

The best opportunity site is the bowl. This area would make an excellent core area for newer small-scale commercial development with more shops, restaurants, and other services for local residents and for tourists that were identified earlier in this report. The vacant lots can also accommodate parking, though perhaps not enough.

Existing developments within a one-block radius of the bowl include most of the downtown core -- the Post Office, hardware store, café, etc. This allows residents to make a one-stop shopping trip. The development that is already occurred around this location and the new development opportunities make this area a tremendous opportunity.

Another key to success is pedestrian access. The already concentrated bowl area is tailor-made so shoppers can move from store to store easily and conveniently. A central courtyard



or piazza style development with a combination of attractive stores is a distinct possibility, incrementally over time.

## **MERCHANTS ASSOCIATION**

The Cedar Glen Merchants Association is an informal mix of 30 to 40 retailers and professionals. The Association is currently little more than a loose knit network of individual owners. The Merchants Association can become a part of the Cedar Glen improvement program, which first focuses on image, on safety, and other local projects, and then can focus on joint promotion and advertising. Merchants' associations often enact voluntary self-assessment programs -- for charity, for common maintenance, for streetscape components, for common security, for advertising, and other joint activities. Although a formal Business Improvement District (BID) has some potential in Cedar Glen, the time and energy it takes to define and create a BID<sup>9</sup> would likely divert attention from more important activities such as working together better, and actually using redevelopment funds and private developer funds to make the initial improvements recommended in this report.

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<sup>9</sup> Requires a formal election, and if passed the tax assessments, the distribution of funds, and the record keeping are typically handled by the County Assessor. The County Special Districts Department works with communities that form BID's.